DOCUMENT RESUME

ED 063 897 24 HE 003 216

TITLE	University-Urban Interface Program.
INSTITUTION	Pittsburgh Univ., Pa. University Urban Interface Program.
SPONS AGENCY	Office of Education (DHEW), Washington, D.C. Bureau of Research.
BUREAU NO	BR-8-0725
PUB DATE	Apr 72
GRANT	OEG-2-9-480725-1027
NOTE	17p.
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	*City Problems; Community Action; Community Service Programs; *Higher Education; *School Community Relationship; Social Action; *Social Responsibility; *Urban Universities

ABSTRACT

The interaction between major metropolitan universities and their urban communities has become a matter of national concern. The increasing intensity of our urban problems and the growing public awareness of them have made these problems a top domestic priority. At the same time, universities, once perceived as cloisters for ineffectual academics, have come to be viewed as a powerful resource for the practical solution of all sorts of national problems, especially those peculiar to the urban environment. The University of Pittsburgh (Pitt), long committed to solving urban problems, has instituted the University-Urban Interface Program (UUIP). The major thrust is to study, chronicle, and concurrently evaluate Pitt's community relations efforts and innovations, their successes and failures. Early in the preparation of the program proposal, it was decided that 5 representative projects, from among an unmanageable array of potential issues and opportunities for research and public service, should be carved out for study. Emphasis was to be on research about action programs, not on actual operations. The 5 projects ultimately selected were: (1) minority and community services; (2) campus development; (3) communications; (4) long-range Pittsburgh goals; and (5) university governance for community relations. (Author/HS)

ED 063897

BR 8072S . BHE PA

SCOPE OF INTEREST NOTICE

The ERIC Facility has assigned this document for processing to: HE U.D

In our judgement, this document is also of interest to the clearinghouses noted to the right. Indexing should reflect their special points of view.

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

University-Urban Interface Program

and one university's response to the urban challenge

1

Notwithstanding the consistency of its values, the university is an evolving and a varied institution. It has gone through phases of involvement in society. It has gone through other phases of withdrawal and insulation. . . .

Now, I suggest, we are on the verge of a new era of public involvement of the university. I do not refer, however, to the political intervention of the Middle Ages, nor to larger infusions of federal financial support for technology. I refer to an unprecedented and qualitative change in the role of the university, a role that will relate to a fundamental transformation of the human condition in this country during the next thirty years.

. . . We shall be in the center of the transformation of American society. We cannot escape the duty to lead rather than to follow.

--Wesley Wentz Posvar
Chancellor, University of Pittsburgh
Inaugural Address
March 27, 1968

THE CHALLENGE

The interaction between major metropolitan universities and their urban communities has become a matter of national concern. The increasing intensity of our urban problems and the growing public awareness of them have made these problems a top domestic priority. At the same time, universities -- once perceived as cloisters for ineffectual academics -- have come to be viewed as a powerful resource for the practical solution of all sorts of national problems, especially those peculiar to the urban environment.

The University of Pittsburgh, located in the heart of an urban community with the whole spectrum of urban ills -- ghettos, unemployment, air pollution, traffic congestion -- has long been "officially" committed to helping find solutions to these problems. As early as 1952, in a report to the Middle States Association of Colleges and Secondary Schools, the University enumerated a number of courses and programs designed specifically to meet urban needs. By 1956, the University was advocating new directions and a more active role, and beginning to regard itself as a vehicle for doing things that would not otherwise be done.

Immediately following his appointment in 1967, Chancellor Wesley W. Posvar requested an inventory of existing University programs relating to urban development, and in subsequent statements, policy directives, and budget commitments he has given substance to the University's pledge to better the welfare of the urban community in general and, in particular, to advance the cause of social justice.

Early in the effort, a University Council on Urban Programs (UCUP) was established under the chairmanship of the Vice Chancellor for Program Development and Public Affairs. With University-wide interest and enthusiasm thus aroused, the Chancellor requested faculty to examine how they could better help meet critical urban problems and to propose new programs. In response, over 100 detailed proposals requiring new funding were submitted. The offices of the Provost, the Vice Chancellor for Program Development and Public Affairs, and the Director of Planning evaluated the proposals and prepared a list of the ones they felt merited

funding. Presentations were made to potential donors, and funds were secured which enabled some divisions of the University to move beyond volunteer efforts. Others were able to undertake really substantial programs.

Despite these accomplishments, by early 1969 the University was still seeking ways to make its commitment more explicit, to determine what role the University should play in the community, and to mobilize its resources to perform that role.

THE RESPONSE: UNIVERSITY-URBAN INTERFACE PROGRAM

At this point, the University Council on Urban Programs recommended submission of a proposal to the U. S. Office of Education's Division of Higher Education Research for investigation of the interface between Pitt and its urban community -- a topic which reflected top OE priorities. Because the "mix" here is fairly representative of the university-urban environment elsewhere in the country -- a typically complex metropolitan area and a diverse university located next door to the city's largest black ghetto -- it was hoped that lessons learned would be largely transferable to other situations.

Ultimately, the University-Urban Interface Program (UUIP) was funded under the name designated by the Office of Education. Research investigation began in April 1970, following a six-month planning period in the latter half of 1969 funded under a special OE planning grant.

The major thrust of UUIP is to study, chronicle, and concurrently evaluate Pitt's community relations efforts and innovations, their successes and failures. An ultimate goal is that of designing ways in which these relations may be enriched, as well as providing insights or guidelines for other institutions. Early in the preparation of the program proposal, it was decided that five representative projects -- from among an unmanageable array of potential issues and opportunities for research and public service -- should be carved out for study. Emphasis was to be on research on action programs, not on actual operations. The five projects ultimately selected were:

1. Minority and Community Services
2. Campus Development
3. Communications
4. Long-Range Pittsburgh Goals
5. University Governance for Community Relations

UUIP does not operate or finance these projects; its function is simply to study their impact and to chronicle the process of development.

I. MINORITY AND COMMUNITY SERVICES

UUIP activity within this first priority concentrates on four projects which have been labeled Operation Outreach. These projects represent only a few of the numerous special programs undertaken by the University. Other major efforts -- not specifically targets of UUIP research -- include an Office of Urban and Community Services designed primarily to serve minority community needs; the University-Community Education Program, whose mission is to provide academic programs for disadvantaged minorities and for paraprofessionals; and the Affirmative Action Program, which seeks to assure equitable hiring, remuneration, and personnel practices. One of the research aims in each of the four Outreach projects is to view the interactions among the three entities involved -- the University, the community, and the target agency or group. The projects are:

OUTREACH ONE: PROJECT RIGHT START — A CENTER FOR PRIMARY PREVENTION

This project was stimulated through the directive from the University administration to academic departments to submit research proposals dealing with social or racial injustice. Acceptance of a Psychology Department proposal led to plans for a program of early detection and prevention of psychological problems in young children within the Hill District, a predominantly black community. Operations have begun on a small scale -- a director has been hired, community support has been built, and Right Start paraprofessionals are working with a still limited number of children -- and expansion is planned.

The UUIP staff is documenting the process of building Project Right Start, largely through examination of available written materials, field observations, and extensive interviewing of project personnel. In the months ahead, it will work with the Right Start Director to develop a model of the principles and operations of a primary prevention center; hopefully, this model will be of use to other institutions embarking on similar projects.

Other UUIP plans call for a social area analysis of the Right Start community. "Social area analysis" is a means of analyzing census data through a framework of three basic factors: socio-economic status, ethnicity, and familism-urbanization. In this particular analysis, mental and physical health data will be added to the three basic variables.

Finally, there will be a study of Right Start's community-based organization -- Taking Care of Business (TCB) -- and its attempt to institutionalize working relations with the University. (TCB is now using its experiences with Right Start to explore with other University departments the possibilities of working jointly on additional problems of community concern.)

OUTREACH TWO: SCHOOL OF SOCIAL WORK -- NEIGHBORHOOD CENTERS ASSOCIATION (NCA)

The Northside of Pittsburgh has been the center of considerable turmoil over the past few years. Enormous sums of money have been invested in the area -- in a new sports stadium, public housing, schools, a community college, a large shopping center, high-rise apartments, highways, etc. -- but many of these resources, for all their benefits, have aggravated social and economic problems for Northside residents. Conflicts among races, between and among income groups, and between government and citizens flair up continually.

Neighborhood Centers Association (NCA), a community organization funded by the Community Chest, helps to deal with neighborhood problems such as housing and racial conflict.

The University's School of Social Work agreed in 1970 to work cooperatively with NCA on Northside problems because the area represented a unique opportunity for the education of young urban professionals in a crucible containing critical needs, agency collaboration, and supervised field placement. The School is attempting to develop and test

models of intervention in community development projects, gather in-depth information about the special characteristics of the Northside, learn the expectations and priorities of community residents, and, finally, use all of this information to help NCA develop policy and programs that use the School's expertise.

UUIP researchers participated with NCA for a full year, gathering data for subsequent analysis. The results of this analysis will include: an interpretive history of NCA as a social service agency, description of community problems, evaluation of the successes and failures of a few representative community projects, analysis of the process of placing community workers in the field, and suggestions as to ways in which the University can best assist the agency and the community in the resolution of their problems. Future plans call for a social area analysis of the area served by NCA.

OUTREACH THREE: STUDENT CONSULTANT PROJECT (SCP)

SCP was founded in the fall of 1969 by a group of students in the Graduate School of Business for the purpose of providing free management consulting services to small businessmen and industrial entrepreneurs in the city's economically depressed black neighborhoods. The student consultants are both black and white; their clients are almost exclusively black. The goals of the organization range from the general -- opening another channel of communication and cooperation between blacks and whites and between the University and the community -- to the specific -- the development of a black economic base in Pittsburgh.

In addition to providing free consulting services, SCP sponsors special programs and courses on managerial techniques and problems; refers its clients to other agencies when specialized professional competence seems to be called for; disseminates information to clients on ways of obtaining goods and services through governmental agencies and other sources; has completed a pilot study of the black business community in the city's Hill District; and is in the process of establishing a credit union.

UUIP has collaborated in research on the Student Consultant Project by supporting analyses of operations, periodically interviewing key personnel from the business school and from SCP, and by studying available written material. UUIP researchers attend the project's staff meetings.

UUIP has published a monograph by SCP members which includes a description of SCP's history, a manual of procedures designed to facilitate the training of new student consultants, and a discussion of communication control and record analysis within SCP intended to help improve operations.

Future research will focus on the reciprocal relationships existing between SCP and community businesses and agencies. (A number of individuals on SCP's Board of Directors are involved in other agencies and community enterprises, and this interwebbing of interests has been crucial to the project's existence from several standpoints, including financial assistance, the referral of clients, and moral support.)

OUTREACH FOUR: CLARIFYING ENVIRONMENTS PROGRAM (CEP)

The Clarifying Environments Program (CEP) is an innovative attempt to introduce theory and practice developed in the University's learning research laboratories into a ghetto school. The program focuses on the improvement of the educational environment of the urban poor and minority groups and the training of indigenous paraprofessional staff as administrators, and aims at a long-range goal of developing a theory of human problem-solving and social interaction. Implementation of the

program depends upon community support at both the grass roots level and within the upper echelons.

Two Clarifying Environments Laboratories -- one on the Pitt campus and one in a nearby elementary school with an almost entirely black student body -- have been operating. The program was created by a learning theorist in the University's Learning Research and Development Center who is also a professor of sociology. CEP attempts to help children "discover" for themselves important things about the way they learn. Their learning activities include such things as having their fingernails color-coded to match the keyboard of a "talking typewriter," identifying letters of the alphabet on a "wheel of fortune," watching themselves on closed-circuit Picturephone, and publishing their own newspaper. CEP has been funded in part by several private foundations and in part by a Model Cities grant administered by the Pittsburgh Board of Education.

UUIP is attempting to examine the linkage patterns among the University, the Pittsburgh Board of Education, the Model Cities Program, foundations, and contacts among other community organizations, groups, and citizens ranging from local neighborhoods to prominent leaders.

Staff members are attempting to map CEP's community relations and the general impact of its innovative theory and technique on the community and its institutions. Data on the project is collected through reports from a participant observer, visits to the project, and interviews with key persons in concerned organizations.

II. CAMPUS DEVELOPMENT

The necessity for universities to expand their physical facilities has made for often explosive relations with their neighbors, not only at the University of Pittsburgh, but at Columbia, Duke, and around the country. Erection of new university buildings has a major impact on the surrounding community's aesthetic character, its commercial enterprises, its citizens, its public transportation, and its cultural activities.

At the time UUIP began operations, The Forbes Field Complex -- a major physical expansion of the campus into an area which previously housed a stadium for the city's professional athletic teams -- was already

scheduled and largely funded. This project was naturally chosen as a target for UUIP research; others were a proposed dormitory, a building to house the Department of Chemistry, and a proposed addition to the medical complex. Each of the projects was in a different stage of planning -- ranging from an established plan which was about to be implemented and therefore allowed very little latitude, to a long-range building objective in which it was still possible for the community to collaborate.

UUIP researchers are attempting to identify the consequences of campus expansion and to map the complex interaction within and among University, community, and government groups.

Questions derived by comparing experiences with other urban schools have been used as a framework for analyzing the University of Pittsburgh's situation. They include: (1) Is campus development necessary? (2) Did the University make long-range plans and/or were the plans revealed to the public? (3) Is the University sensitive to problems of resident relocation? (4) Has the University planned for multi-use buildings? (5) Has the University made an effort to reconcile differences with the community? (6) How will the exemption or taxation of new development be handled? (7) What forms of collaborative planning work best?

Research has been conducted by observation of negotiating groups, attendance at public meetings, and interviews with key personnel. The staff also is exchanging information with researchers who are studying campus expansion at other universities. Future plans call for undertaking a social area analysis of the Oakland area.

It is hoped that the findings of these various research projects will enable the University to involve its neighbors more intimately and effectively in planning for their mutual neighborhood.

III. COMMUNICATIONS

The goal of this research project is to explore the perceptions of the University held by its various publics, to measure changes in perception and ascertain the causes of those changes, to analyze the discrepancies between these perceptions and the reality of the University, and then to suggest ways of communicating to each of the University's publics a more realistic and accurate impression. The University's publics are many and diverse; they include businessmen, labor unions, professionals, religious

groups, minorities, nationality groups, foundations, local government, alumni, parents of students, and four groups within the University itself (students, faculty, administrators, and staff).

As the University begins to take a more active part in helping to solve societal problems, it requires, perhaps more than ever before, the sympathetic understanding of those who provide its moral and financial support. And as the community becomes a more active participant in University affairs, it becomes increasingly necessary for the University to understand *its* assumptions and priorities. The University's formal communications program is intended to assist in building this two-way understanding. The program includes:

a. providing information about the University to local and national mass media;

b. publication of a bi-weekly campus newspaper, a quarterly alumni newspaper, a quarterly alumni feature magazine, and intermittent newsletters for certain professional schools;

c. arranging for faculty members and administrators to appear on television and radio shows and to speak at meetings of professional societies, community agencies, etc.

d. providing special communications -- bulletins, brochures, posters, etc. -- designed to promote University programs and events, to recruit students, etc.

UUIP is attempting to analyze these channels of communication, to scrutinize the information flowing through them, and to define the publics they are reaching or failing to reach. Staff members have systematically analyzed the content of a variety of publications -- the student paper, the bi-weekly University newspaper, the quarterly alumni paper, the newsletter for parents of students, the commuter student paper, news releases issued by the office of News and Publications, and articles about the University appearing in the city's two daily papers -- in an attempt to determine the kinds of messages about the University seen by its various publics. They also have distributed questionnaires to students and alumni in an attempt to ascertain the instruments of communication upon which they depend for information about the University and to define their image of the University and its mission. The results of a first alumni questionnaire have been given to University administrators, and a second alumni questionnaire is now underway.

One important offshoot of the communications phase of UUIP research has been a special study of the University's economic impact upon its community. This study was a joint undertaking of UUIP and the Educational Systems Research Group of Washington, D. C., and Toronto, Canada. It is modeled on a pioneering study published by the American Council on Education, *Estimating the Impact of a College or University on the Local Economy,* in which methods are proposed for developing a balance sheet which would measure a university's real net contributions against its hypothetical cost to the community. The study, a prototype application which took several months, spells out for the first time in dollars and cents some of the ways in which the University pays its way in the community. It is hoped that follow-up studies can be conducted in the years ahead so that trends can be identified and analyzed.

IV. LONG-RANGE PITTSBURGH GOALS

The aim of this project is to establish a reliable system for identifying the community's long-range goals and ways in which the University can relate to those goals most meaningfully. Several steps have been taken toward the development of such a system.

In the spring of 1971, under UUIP sponsorship, a Pittsburgh Goals Study was conducted in which 106 prominent community leaders were asked to express their views on 28 civic changes which might occur through 1975. The main purpose of the study was to discern any consensus as to possible changes in the city and to determine what changes might contribute to conflict. It was also hoped that results of the study would provide feedback to the leaders themselves as to how other community leaders view the city's future and enable them to gauge the extent to which their sentiments are shared by their associates.

Another phase of this project has been the sponsorship of a series of forums bringing together community leaders and faculty members to discuss topics of common concern. The four forums held to date have focused on "Conflict Management," "The Administration of Justice," "Health Services," and "Community Goals and the Government of Metropolis." For each of the forums, background papers were prepared which examined the problems in detail and recommended ways in which the

university and community might work together to solve them. A summary of the proceedings of the forums will be published and circulated to participants.

An ultimate goal is to explore ways of bridging the gap between the University's and the community's perspectives on common problems. An outgrowth may be the establishment of mechanisms to more effectively cope with urgent urban problems. Hopefully, the results will help to articulate better the roles of the University, government, community organizations, leaders, and institutions and will leave a legacy of useful methods for dealing with community issues.

V. UNIVERSITY GOVERNANCE FOR COMMUNITY RELATIONS

It is hoped that the data which are being collected in connection with the four research projects just described will make it possible, finally, to determine the degree of complexity with which the institution is dealing, to assess the effectiveness of its current response, and to identify ways of improving that response. Consequently, UUIP's final task will be to suggest alternative policies and organizational configurations so that the University's community relations and its overall mission may be enhanced.

Conceptually, the UUIP program is being conducted with an institution-building perspective that provides a framework for studying variables such as objectives, resource allocation, personnel, leadership, and organizational structure and linkages within different contexts. Methods used include survey research, content analysis, regular focused interviews with key persons, analysis of comparative programs in other institutions, social area analysis, and concurrent evaluation. Different methods are used in specific projects.

Use of interim research results by policy makers within administrative and academic departments of the University provide information on their value in practice. Incorporation of such recommendations into policy-making streams is a vital topic related to governance, and one which may shed light on the process of how reform and innovation occur.

FOR INFORMATION

Write to:
University-Urban Interface Program
Office of the Secretary
University of Pittsburgh
Pittsburgh, Pennsylvania 15213

Interim and final reports will be available through the Educational Resources Information Center (ERIC) of the U. S. Office of Education. The program concludes in June, 1973.

UUIP RESEARCH STAFF

Dr. Albert C. Van Dusen, Secretary of the University and Principal Investigator
Dr. Robert Brictson, Director of Research Programs
Dr. Martha Baum, Research Manager
Ms. Barbara Jameson, Project Research Director
Mr. Paul Shaw, Project Research Director
Ms. Liva Jacoby, Research Assistant
Ms. Christina Jarema, Research Assistant

UUIP RESEARCH ADVISORY COUNCIL

Dr. William Garrison, Edward R. Weidlein Professor of Environmental Engineering
Dr. Steele Gow, Dean, School of General Studies and Dean, Division of Instructional Experimentation
Dr. Donald Henderson, Associate Provost
Dr. Burkart Holzner, Chairman, Department of Sociology
Dr. Lawrence Howard, Dean, Graduate School of Public and International Affairs
Dr. Paul Lazarsfeld, University Professor of Sociology
Dr. Mauritz Lindvall, Research Associate, Learning Research and Development Center
Dr. Jiri Nehnevajsa, Professor of Sociology
Dr. Otto Nelson, Consultant
Dr. Allen Pond, Associate Dean, Graduate School of Public Health
Dr. John Yeager, Associate Director for Administration, Learning Research and Development Center